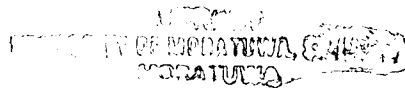


**THE CURRENT LEADERSHIP PROFILE IN
SRI LANKA ARMY**

BY

RPSK UNDUGODA



**THIS DISSERTATION WAS SUBMITTED TO THE
DEPARTMENT OF MANAGEMENT OF TECHNOLOGY OF THE
UNIVERSITY OF MORATUWA IN PARTIAL FULFILLMENT
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BUSINESS ADMINISTRATION IN MANAGEMENT OF
TECHNOLOGY**

Supervised by : Col. Faiz-ur-Rahman

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Finally, I lovingly and gratefully thank my beloved wife and son in helping and supporting my efforts to produce this research paper. Their sacrifice in fulfilling my ambition is appreciated.



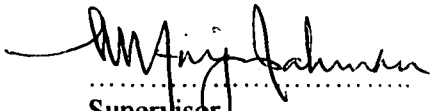
DECLARATION

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text, I also hereby give consent for my dissertation, If accepted, to be available for photocopying and for inter library loans, and for the title and summary to be made available to outside organizations.



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Date : 28 Dec 05

To the best of my knowledge, the above particulars are correct.


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ABSTRACT

A fundamental task in war fighting involves bringing armed force to bear effectively to defeat the enemy. The prime responsibility of command is the creation and maintenance of an efficient and contented unit, which can be relied upon to give its best in all circumstances, be they active service conditions or routine life in peace time. This requires that a commander is alive to and has an understanding of the needs of his soldiers in all conditions.

Any kind of leadership, military or civilian is a blend of the three elements Persuasion, Compulsion and Example, a combination of that makes the other people do what the leader wants of them even when the task or effort is not essentially to their liking.

Military leadership is very much a personal leadership and a successful commander must have a very genuine interest in and a real knowledge of humanity, the raw material of his trade.

This paper was attempted to find out the relationship between leadership and soldiers' performance. Since this is a very vast subject the writer has attempted to find out the relationship between Leaders' perceptions of soldiers', Leaders' perception of the situation, Leaders' communicative ability with command and leadership style which affect the performance of the soldiers. And also writer was attempted to find out whether command and leadership of officers will leads to absenteeism of soldiers in the battle field.

Therefore it is hypothesized, a high level of communicative ability of Officers' leads to high level of people-oriented leadership, high degree of perception of the soldiers' capabilities by the leaders' leads to a high degree task oriented leadership, a high degree of the perception of the working situation by the leaders' leads to a high degree of task-oriented leadership, a high level of people oriented leadership leads to a high level of task and soldiers' performance in the battle field and soldiers' absenteeism from the Army is effected by the nature of command and leadership.

The sample consists of 25 Sri Lankan Army Officers from 4th Battalion Sri Lanka Light Infantry of Majors, Captains, Lieutenants, Second Lieutenants as Officers sample and 75 Other Rankers from the same battalion of Sergeants, Corporals and Lance Corporals.

Data was collected mainly through questionnaire. The questionnaire consisted of two sections. The first section of this questionnaire consists of semi-structured questions and collected data about the background of the Officers and Other Rankers. The second section of the questionnaire consists of five point Likert scale statements to measure the leadership and performance of soldiers in the battle field.

After analyzing above factors it is found other rankers believe that junior Officers of the 4th Battalion Sri Lanka Light Infantry are practicing people oriented leadership which increase the performance in the battle field. But it is found that Officers are practicing task-oriented leadership and people-oriented leadership in order to enhance performance of the soldiers in the battle field. And also it is found that junior leaders are also like to practice people oriented leadership style to increase the performance of the soldiers.



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With the existing findings on the present day junior Officers of the Sri Lanka Army are practicing people oriented leadership as well as task oriented leadership. But they believe soldiers performance could be enhance by way of practicing both leadership style as per the situation.



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